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ATTACHMENT 1

CHANGES

to the

CONTROLLED MAINTENANCE HANDBOOK[1]

Prepared by Management Analysis Staff (DD/S Area)

25X1A9A [redacted] (24 August 1960)

1/ The Controlled Maintenance Handbook describes the controlled maintenance procedures [redacted] 25X1A9A in April 1959 as a result of the first phase of the Management Staff implementation of the maintenance management program. The changes in this attachment are the result of the follow-up review of these procedures after one year's experience in operation. Representatives of the Office of Logistics [redacted] 25X1 25X1A9A and the Office of the Comptroller [redacted] 25X1A9A participated in the follow-up.

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CHANGES TO CONTROLLED MAINTENANCE HANDBOOK

1. Page 2, paragraph 9.a., under Productive Work

ADD:

7*
8*
9*

*Reserved for special activities as identified by the Station Engineer.

2. Page 2, paragraph 9.a., under Overhead Work

DELETE:

Code 17 Preventive Maintenance

3. Page 3, paragraph 10.

CHANGE:

Block numbers for Emergency Job Orders to read:

5,000 - 5,199

Block numbers for Service Job Orders to read:

5,200 - 10,000

4. Page 3, paragraph 13.

CHANGE:

13.b. to 13.c.

ADD:

13.b. Station personnel should be encouraged to report maintenance deficiencies to the Work Receptionist.

5. Page 4, paragraph 14.b.

ADD:

The Station Engineer may at his discretion require requests for improvements (irrespective of cost) be submitted on Work Request Form 2351 or on memorandum.

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(4) The Planner/Estimator/Inspector analyses and determines the causes of discrepancies between estimated and actual costs for use in future estimates and forwards completed job order to the Work Receptionist.

(5) The Work Receptionist detaches drawings from completed job orders involving improvements and forwards them to the Engineering Aide who incorporates the changes into the station drawing file.

15. Page 9, paragraph 25.a. (2).

CHANGE TO READ:

(2) Monthly reports cover the calendar month.

16. Page 10, paragraph 25.b. (1). (f).

CHANGE TO READ:

Distribution

Station Engineer*	(original)
Maintenance Superintendent	(1 copy)
Headquarters	(1 copy)

*Also used by Maintenance Engineer and Cost Accountant

17. Page 11, paragraph 25.b. (2). (f).

CHANGE TO READ:

Distribution

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18. Page 11, paragraph 25.b. (3). (f).

CHANGE TO READ:

Distribution

Station Engineer*	(original)
Maintenance Superintendent	(1 copy)
Headquarters	(1 copy)

*Also used by Maintenance Engineer and Work Receptionist

19. Appendix A - Glossary of Maintenance Terms

CHANGE DEFINITION OF IMPROVEMENT TO READ:

Improvement: an alteration or new construction.

CHANGE DEFINITION OF STANDING JOB ORDER TO READ:

Standing Job Order: authorization for the accomplishment of routine recurring work or the furnishing of services for a one-year period. (i.e., grass cutting, trash and refuse collecting etc.)

20. Page 12.

ADD:

New paragraph 25.b. (4).

(4) Total Cost Summary - Public Works Branch.

(a) Purpose:

To provide management with a summary of total costs and expenses incurred by the Public Works Branch during the reporting period.

(b) Originator.

Cost Accountant under the direction of the Administrative Assistant.

(c) Frequency:

Monthly.

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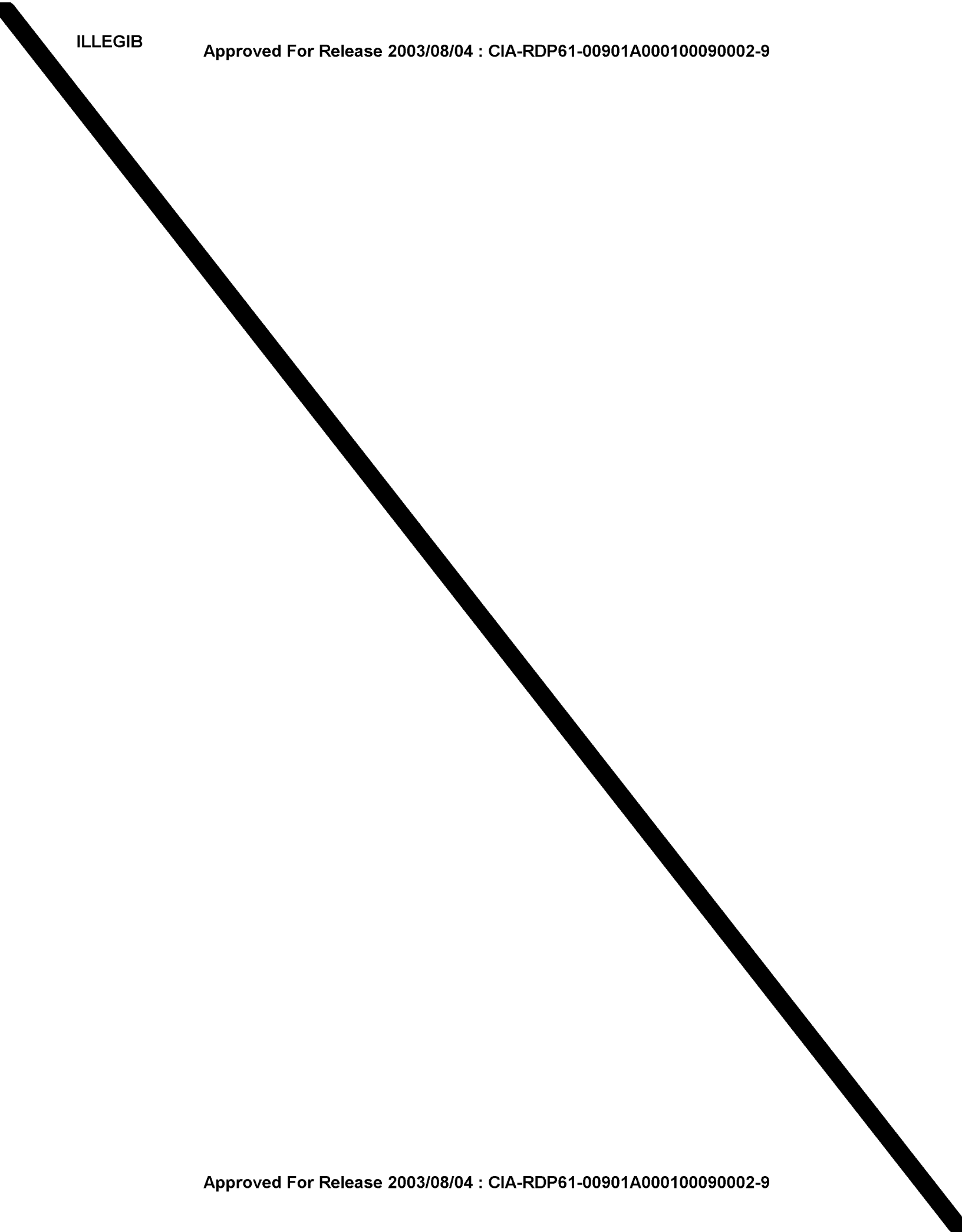

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22. Appendix D, Explanation of Classes of Work, Paragraph 3.a.

INSERT:

(1) in front of first paragraph

ADD:

(2) Preventive maintenance work required for inspections, lubrication, and minor adjustments on dynamic equipment which do not have a regularly assigned operator. Examples are inspection and calibration of thermostats and automatic temperature controls of heating equipment, lubrication of bearings, changing crank-case oil in compressors, and packing glands on sump pumps.

23. Appendix D, Explanation of Classes of Work, paragraph 3.

DELETE:

Paragraph b. Preventive Maintenance (Code 17) etc.

24. Appendix E, Procedure for Processing Emergency or Service Job Orders.

DELETE:

Step 7 and the preparation and routing of the Advance Copy of the Emergency or Service Work Authorization, Form 2359 to the Shop Stores Supervisor.

CHANGE:

The numbers of Steps 8 through 28 to read 7 through 27.

CHANGE:

Step 25 to read: Posts monthly labor, material, and overhead costs from Summary Sheets to Work Center Ledger.

25. Appendix F, Procedure for Processing Specific Job Orders

DELETE:

From Step 11: Assigns a job order number and enters in J. O. Log.

ADD:

To beginning of Step 16: Assigns a job order number and enters in J. O. Log.

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CHANGE:

Step 3 to read: Reviews for justification, conformance with policy, and Station Development Plan. Approves; or, if disapproved returns to originator with comments.
Step 13 to read: Approves specific Job Orders up to but not exceeding $500.
Step 38 to read: Posts monthly labor, material, and overhead costs from summary sheets to Work Center Ledger.

DELETE:

Step 37.

CHANGE:

Step 38 to read 37
Step 39 to read 38
Step 40 to read 42
Step 41 to read 43

ROUTE:

Completed job order to Maintenance Engineer. Under heading Maintenance Engineer enter Step 40. For Review.
Route completed job order for Maintenance Engineer to Planner/Estimator/Inspector. Under heading Planner/Estimator/Inspector enter Step 41. For Analysis of variance between estimated and actual costs.
Route completed job order from Planner/Estimator/Inspector to Work Receptionist.

26. Appendix G, Procedure for Processing Standing Job Orders.

CHANGE:

Step 29 to read: Posts monthly labor, material, and overhead costs to the appropriate Work Center Ledger.
Step 31 to read 32.
Step 32 to read 33.

ROUTE:

Completed job order to the Maintenance Engineer.
Under Maintenance Engineer enter Step 31. For Review.
Route completed job order from Maintenance Engineer to Work Receptionist.

27. Appendix I

ADD:

b. Instructions for the preparation of Total Cost Summary are as follows:

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a. This monthly report reflects total costs and expenses, both direct and indirect, incurred in the PWB during the calendar month. The report also includes a comparison of the current month actual overhead rate with the six-month moving average overhead rate and the over- and under-application of total overhead expenses by cost centers resulting from the use of the average rates.

b. This report will be prepared and submitted within five working days after the close of the month. Distribution of this report will be the same as for other reports.

c. An example of this report is shown as Example No. 23 in Appendix J of the Handbook. The data included in the example is not necessarily representative of a given work center or period but is presented to illustrate the mechanics of preparation of the report. Detailed instructions for the preparation of this report are contained in the following paragraph.

d. "Direct labor" costs by cost centers (Item A-1) are obtained from the Monthly Labor Summary.

e. "Direct Material" (Item A-2) costs are obtained from the Monthly Material Summary.

f. "Other direct costs" (Item A-3) such as payments against commercial contracts for maintenance work or new construction, are obtained from the contract register or Station Finance Officer.

g. Column 7 costs are the sum of Columns 1 through 6.

h. Column 8 costs are obtained from the monthly labor and material summaries for the Transportation Section.

i. Column 9 costs and expenses for "Base Support" activities are obtained from the "General Office Expense Summary" (see Example No. 24).

j. Column 10 costs are the sum of Columns 7, 8 and 9.

k. The indirect labor and supplies expense in lines B-1 and B-2 are also obtained from the monthly labor and material summaries.

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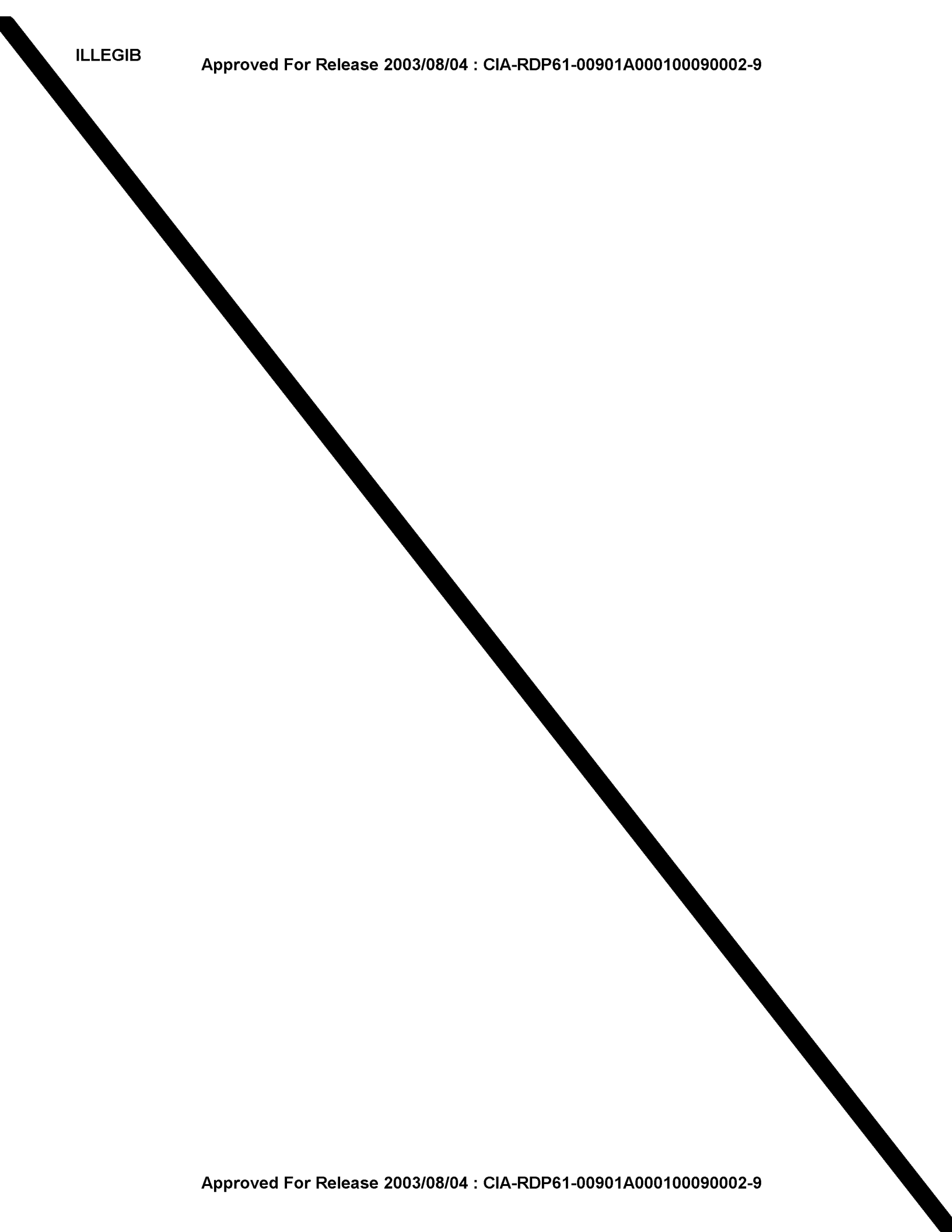

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e. Line G amounts represent the differences between line F and line E-5. These amounts will be carried forward to line E-4 on the report for the ensuing month. See paragraph 13, above, for additional explanations.

5. Instructions for the preparation of Monthly Summary of General Office Expense are as follows:

a. The purpose of this expense summary is to accumulate all expenses incurred by the Administrative Staff of the Public Works Branch and to allocate these expenses to the various cost centers within the Branch on an equitable basis.

b. The expenses to be accounted for include:

(1) Gross monthly salaries (1/12th of per annum rate) of each administrative employee, such as, Station Engineer, Maintenance Engineer, Administrative Assistant, Planners and Estimators, Maintenance Superintendent, Cost Accountant, Work Receptionist, etc.

(2) Miscellaneous supplies expense, i.e., the cost of supplies consumed by the administrative office.

c. The total salary expenses of the administrative office will be allocated to three divisions of the Public Works Branch, which are:

(1) Maintenance Section;

(2) Transportation Section; and

(3) Base Support Activities, (activities other than for the Maintenance or Transportation Sections, such as commercial contracts, new construction, etc.).

The allocation of salary expense to these three areas will be determined on the basis of the percentage of time each person has, or was estimated to have, devoted his payrolled hours. The determination as to the percentage of time worked for each of the three areas will be the responsibility of the Administrative Assistant.

d. Supplies expense will be distributed on the basis of the best information obtainable from the stores issue tickets. Contract costs, for the purposes of these instructions, will be limited to payments made to commercial firms during the month for services, such as, new construction, rehabilitation, repair, etc. Payments to commercial contractors

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